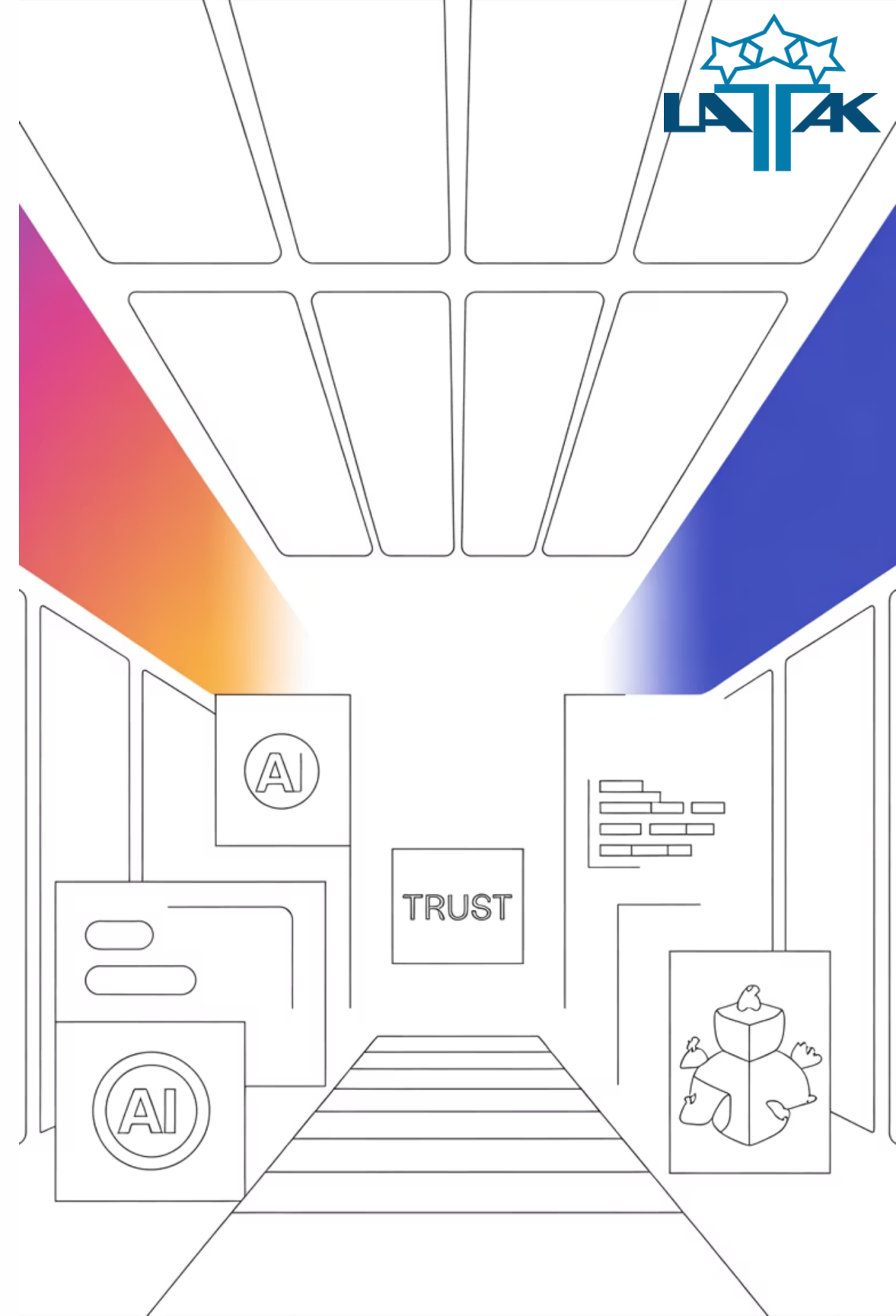


AI and Cultural Shift in LATAK: Redesigning Trust, Collaboration, and Leadership

Gundega Jaunbērziņa – Beitika
Director, Latvian National Accreditation Body
EA AI workshop 30.10.2025

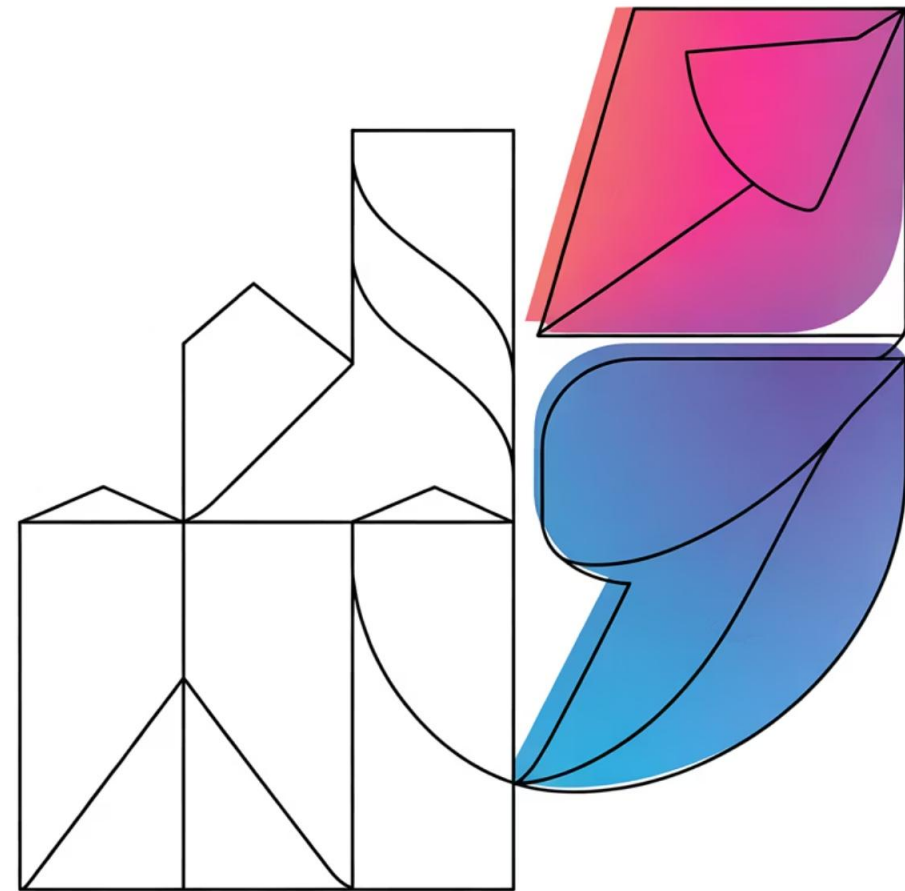


Our Mission: Building Trust in Quality and Safety

LATAK ensures organizations we accredit follow national, European, and international standards.

As the world changes rapidly, **we recognized the need to evolve - becoming more digital, efficient, and open to innovation.**

This is our story of transformation: the challenges we faced, the steps we took, and how AI helped us improve daily work and collaboration while staying true to our core mission of building trust.



The Challenge: Complexity at Scale

Accreditation is complex work requiring adherence to many national and international rules with complete transparency. Our manual processes are unsustainable.

16

Lead Assessors

Managing extensive documentation workload

2.5K

Documents Reviewed

Checked annually by our team

5K

Documents Prepared

Created manually each year

380

Accreditation Procedures

Managed annually

Our highly qualified employees **spent hours on paperwork instead of focusing only on analysis, innovation, or strategic improvements**. Internal audits confirm this approach isn't sustainable - **we need smarter ways to maintain quality while saving time for meaningful work**.



Strategic Solution Development

01

Management Initiative

Leadership launched a project to explore how AI could address growing workload challenges that people alone couldn't manage.

02

Tool Evaluation

Carefully assessed AI tools for safety, data protection, costs, and long-term value. Selected Microsoft 365 Copilot as our main AI assistant.

03

Risk Management

Avoided single-system dependency by joining EU projects and exploring alternative AI options for future flexibility.

04

Future Planning

Designed a low-code/no-code digital platform supported by AI to automatically check and analyze compliance data.

This marked an important shift - **AI evolved from small experiment to strategic priority**. We recognized **AI could free people from routine work**, allowing them to focus on **what humans do best: thinking, deciding, and building trust**.

Implementation: Testing and Learning

After deciding to use AI, we started with **small steps - testing and learning through action.**

Our Approach

- Organized short **sprints** and **workshops to try AI in real situations**: writing documents, preparing meetings, client communication, and process improvement
- Chose Microsoft infrastructure over open-source tools to **avoid data leak risks**
- Required **human verification** of all AI-generated text before use
- **Engaged all staff** through workshops, skill-building, and mentorship, also via participation in the Latvian School of Public Administration's Digital Skills Programme

The key principle was simple:
learn by doing, learn together, and make AI a natural part of everyday work.



Cultural Transformation

1

Before

"That's not possible"

Hesitation and resistance to new approaches

2

After

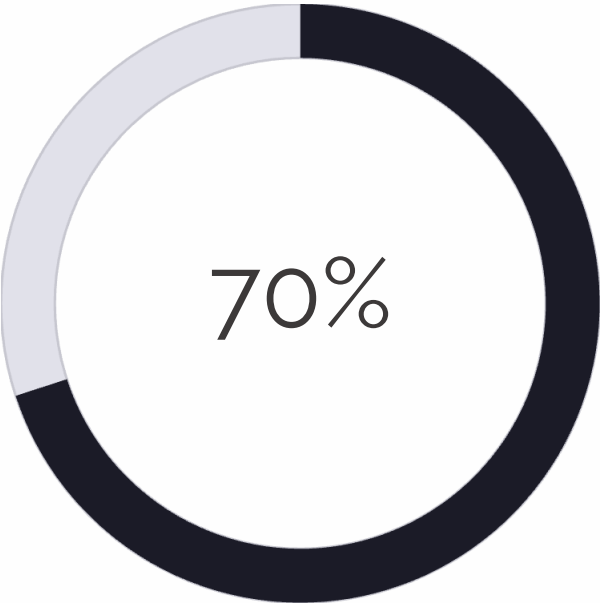
"Let's try it with AI"

Confidence and openness to innovation

Over time, something happened - **a fundamental shift in mindset**. Our staff became **more confident with digital tools, more creative, and more open to experiments**. **AI became a normal part of work** - a helpful partner **that saves time and inspires new ideas**.

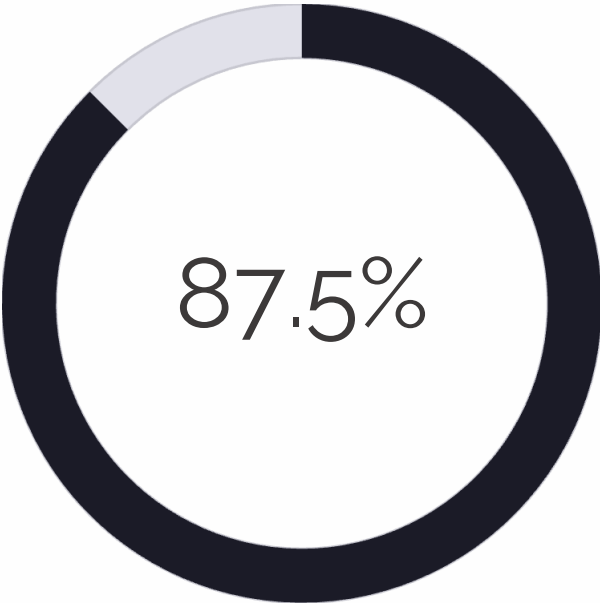
The transformation wasn't just about using AI. It was about **creating a culture** where **curiosity, innovation, and collaboration** are **natural** - and where people **feel empowered to ask, "How can AI make this better?"**

Measurable Productivity Gains



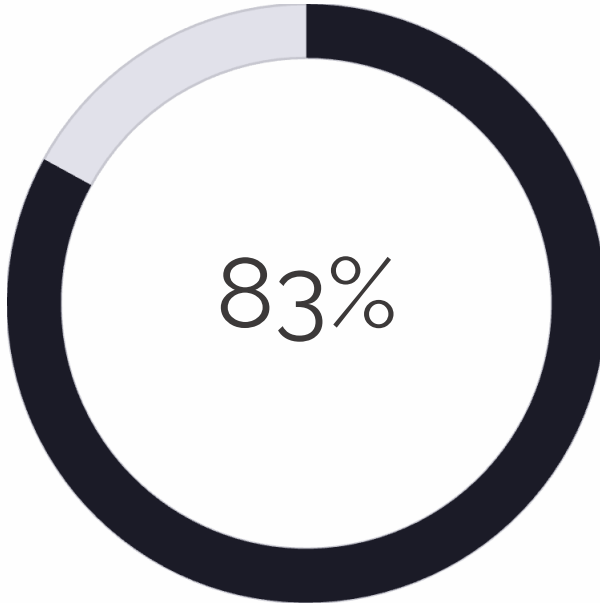
Time Saved

Preparing internal documents, procedures, and policies



Efficiency Boost

Tasks reduced from 8 hours to 1 hour



Meeting Prep

Reduced from 2 hours to 20 minutes

Quality Improvements

- Fewer corrections needed before approval
- Faster, easier communication via e-mails, especially in foreign languages

People focus work smarter - not harder.

Success Factors: What Made It Work



Leadership Commitment

Management tested AI themselves first. **When leaders show by example, others follow.**



Safe Experimentation

Created an environment where people could try new things without fear. **Every test was a lesson.**



Continuous Learning

Regular workshops and sharing sessions enabled **collective growth and skill development.**



Systemic Approach

AI became part of **long-term strategy** - connected to mission, goals, and quality principles.



Collaboration

Shared experiences with other institutions, building stronger learning culture across Latvia.

These five elements - **leadership, safety, learning, strategy, and collaboration** - became the foundation of our success and can guide other organizations on their AI journey.

Recommendations for Other Institutions

1

Strategic Level

Identify main problems and long-term goals. Ensure AI projects support your organization's bigger vision.

2

Organizational Level

Involve management from the start. Build cross-functional teams and use risk-based decision-making.

3

Operational Level

Begin small with pilot projects. Quick wins build confidence and motivation for bigger steps.

4

Human Resources Level

Encourage learning and experimentation. Let people try, make mistakes, and learn from them.

5

Ecosystem Level

Collaborate with public and private partners. Share experiences and follow new AI regulations and standards.

Key principle: Start small, stay curious, and build trust step by step.

Future Indicators and Impact (KPI)

35%

Faster process

Reduced total duration of the accreditation process within a year

90%

More efficient document analysis

Less time spent on manual document reading

50%

Faster document preparation

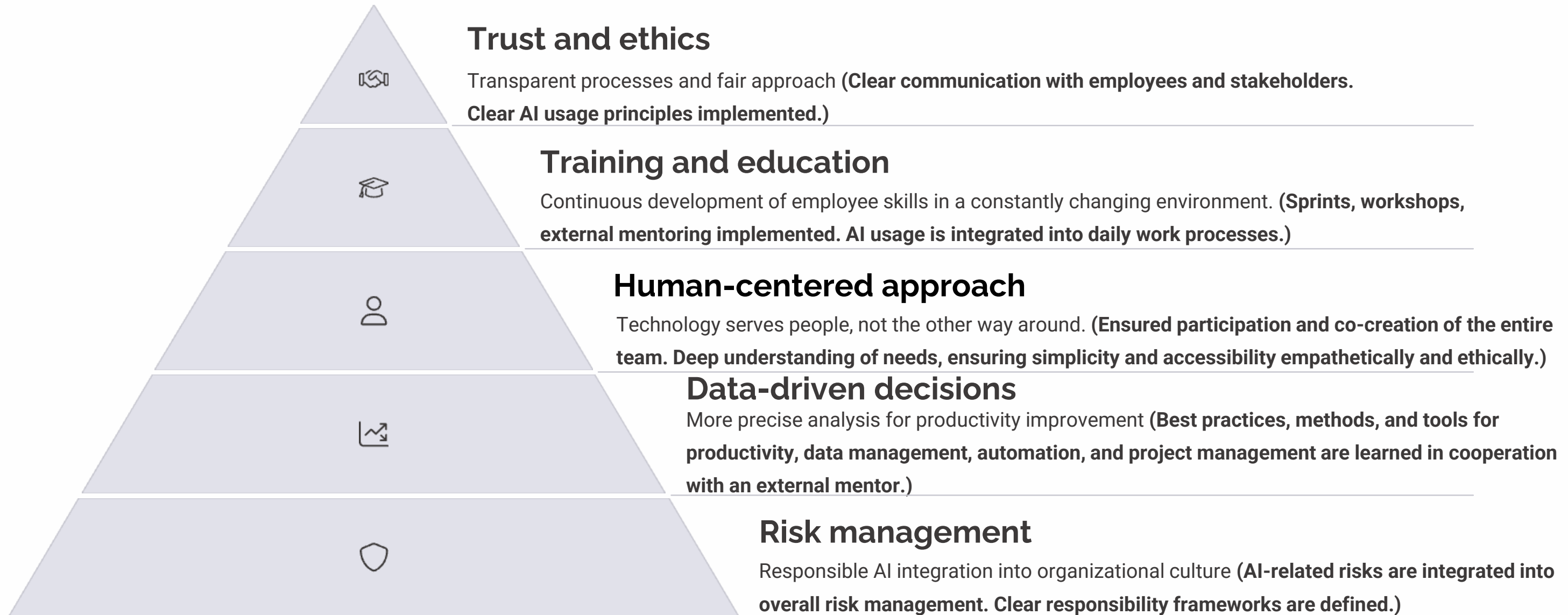
Less time spent preparing reports

100%

Full-scope evaluation ensured

Compliance with international standards and regulatory requirements

Strategic Integration of AI Implementation Principles in LATAK Culture



Thank You for Your Attention!

Build Trust. Shape Excellence. Secure the Future.

For People, Organisations, and Society.



"As an accreditation body, we are dedicated to building trust; therefore, it is essential for us to visibly demonstrate our trust in certified services and products, especially in the digital age."

Let's make it happen together! Get in Touch: <https://www.linkedin.com/in/gjbeitika/>